Canadian Transportation Agency

Office des transports du Canada

Canadian Transportation Agency

2012–2013

Report on Plans and Priorities

The Honourable Denis Lebel, P.C., M.P.
Minister of Transport, Infrastructure and Communities

Canada

Table of Contents

Message from the Chair and Chief Executive Officer **1**

Section I: Overview **3**

Raison d'être and Responsibilities 3

Strategic Outcome and Program Activity Architecture 4

Organizational Priorities 5

Risk Analysis 7

Planning Summary 9

Expenditure Profile 11

Estimates by Vote 12

Section II: Analysis of Program Activities by Strategic Outcome **13**

Strategic Outcome 13

Economic Regulation 13

Planning Highlights 14

Adjudication and Alternative Dispute Resolution 15

Planning Highlights 16

Internal Services 17

Planning Highlights 18

Section III: Supplementary Information **19**

Financial Highlights 19

Supplementary Information Tables 20

Section IV: Other Items of Interest **21**

Annual Reports 21

Contacts for Further Information 21

Legislation and Regulations 21

Message from the Chair and Chief Executive Officer

I am pleased to present the Canadian Transportation Agency's Report on Plans and Priorities for 2012–2013. This report outlines how the Agency will continue to support a competitive and accessible national transportation system that fulfils the needs of Canadians and the Canadian economy.

Thanks to its first-ever three-year Strategic Plan, completed in fiscal year 2010–2011, the Agency has made great strides in becoming a more efficient, forward-looking and client-focused organization.

The Agency builds on these successes in its new Strategic Plan for 2011–2014. This plan takes into account the evolving Canadian and global transportation sector, the requirement to limit the administrative burden on the parties we regulate, the needs and expectations of transportation users and service providers, as well as our operating environment.

Now entering its second year, the plan focuses our efforts on three strategic priorities:

- **Client services.** We will invest in relationships with our clients and stakeholders while continuing to build more effective, responsive and efficient dispute resolution processes;
- **Regulatory regime renewal.** We will modernize the Agency's suite of essential regulations and ensure that its administration is effective, streamlined and user-friendly; and
- **People.** We will act to maintain a sustainable, expert workforce and a supportive workplace, with the understanding that engaged, knowledgeable and competent employees are critical to the Agency's ability to provide quality services.

Common to all three priorities is our ongoing commitment to open dialogue and engagement with our clients, stakeholders and employees. In fact, feedback from our extensive outreach activities and Client Satisfaction Survey program helped us to develop our new Strategic Plan objectives and to set challenging performance targets that will enable us to track progress over the coming years.

The new Strategic Plan also reflects input from staff at all levels of the Agency. In particular, the People priority implements recommendations from internal employee working groups on how to make the organization an even better place to work by improving trust, conflict resolution, new employee orientation and career development.

The year 2012–2013 represents the midpoint of this Strategic Plan. Over the next twelve months, the Agency will consolidate the initiatives launched the previous year, while initiating other projects that support its Strategic Plan objectives.

First and foremost, the Agency will continue to ensure that it uses resources effectively and efficiently. The Agency will also seize opportunities to enhance online service provision and re-engineer business processes to gain efficiencies and achieve further service improvements. Regulatory activities and dispute resolution services will also be assessed to ensure that they are effective, fully justify the expenditure of public funds and result in the greatest possible overall economic and public benefit. And ultimately, the Agency will continue to contribute to the achievement of a fair and secure marketplace.

As we continue to build on our existing strengths and implement our new strategic objectives, I am confident that the Agency will maintain its reputation as a respected and trusted tribunal and economic regulator that meets the needs of all Canadians.

Geoffrey C. Hare
Chair and Chief Executive Officer

Section I: Overview

Raison d'être and Responsibilities

The Canadian Transportation Agency is an independent administrative body of the Government of Canada. It performs two key functions within the national transportation system:

- as a quasi-judicial tribunal, the Agency, informally and through formal adjudication, resolves a range of commercial and consumer transportation-related disputes, including accessibility issues for persons with disabilities. It operates like a court when adjudicating disputes; and
- as an economic regulator, the Agency makes determinations and issues authorities, licences and permits to transportation carriers under federal jurisdiction.

By administering transportation regulations and providing dispute resolution services, the Agency ensures that transportation users, commercial shippers and individual travellers receive the protection provided for them in the legislation. It also ensures that carriers meet regulatory requirements before engaging in transportation activities. In doing so, the Agency sets and continuously strives to achieve high performance standards.

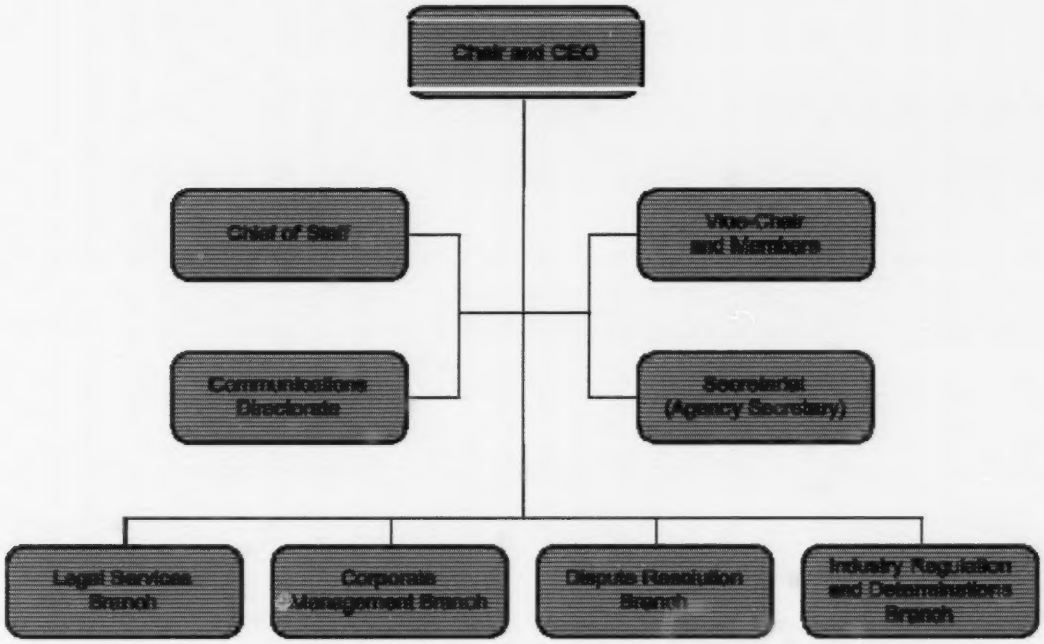
The Agency offers a number of dispute resolution services, ranging from facilitation to mediation, arbitration and formal adjudication. The Agency strives to ensure that its services are effective, responsive, fair and transparent, and that it weighs the interests of all parties in the national transportation system in a balanced manner.

Education and consultation are integral to the Agency's effectiveness in carrying out its mandate. The Agency works closely with transportation service users, providers and other affected stakeholders. It helps travellers, shippers, carriers and others to fully understand not only their rights and obligations under the *Canada Transportation Act*, but also the Agency's roles and responsibilities.

The Agency exercises its powers through its Members, who are appointed by the Governor in Council (GIC): the GIC may appoint up to five full-time Members, including the Chair and Chief Executive Officer (CEO), and the Vice-Chair. The Minister of Transport, Infrastructure and Communities can also appoint up to three temporary Members.

The Chair and CEO is accountable for the Agency's three program activities. The Vice-Chair replaces the Chair and CEO during his absence. All Agency Members, as independent decision-makers, are accountable for making quasi-judicial decisions and determinations on matters before the Agency.

Agency Organizational Chart



The Agency's organizational structure is composed of four branches: the Dispute Resolution Branch, the Industry Regulation and Determinations Branch, the Legal Services Branch and the Corporate Management Branch. The heads of each branch, as well as the Communications Directorate and the Secretariat, report directly to the Chair.

The Agency's headquarters are located in the National Capital Region. Agency personnel working in field offices in six cities across Canada carry out air and accessibility enforcement activities. The Agency's role and structure[1] are described on its Web site.

Parliament funds the Agency through an operating expenditures vote. The Agency operates within the context of the very large and complex Canadian transportation system.[2]

Strategic Outcome and Program Activity Architecture

The Agency reports its plans, priorities and expected results to Parliament on the basis of its Program Activity Architecture (PAA). The PAA explains how the program activities and allocation of resources contribute to the Agency's strategic outcome.

[1] http://www.otc-cta.gc.ca/eng/process
[2] http://www.tc.gc.ca/eng/menu.htm

Strategic Outcome
Transparent, fair and timely dispute resolution and economic regulation of the national transportation system

This is achieved through three program activities:

Program Activities	Expected Results
Economic Regulation	Economic and other interests of transportation users, service providers and other affected parties are protected through timely and effective intervention
	Service providers (air, rail and marine) comply with regulatory requirements
	The Canadian National Railway Company (CN) and the Canadian Pacific Railway Company (CP) are provided with the information required to ensure they do not exceed the maximum grain revenue entitlements for the shipment of western grain
Adjudication and Alternative Dispute Resolution	Access to a specialized dispute resolution system that is transparent, fair and timely
Internal Services	Support the needs of programs and other corporate obligations of the Agency

Organizational Priorities

Priority	Type	Link to Strategic Outcome
Client services	Previously committed to	Transparent, fair and timely dispute resolution and economic regulation of the national transportation system
	Supporting Program Activities	
	Adjudication and Alternative Dispute Resolution Internal Services	
Status		
This priority will result in the Agency's dispute resolution services being of high quality, and its clients being well informed and served in a fair, responsive and timely manner. **Why is this a priority?** The improvement and modernization of our dispute resolution services will respond to:		

- increased demands from transportation system users and providers as a result of existing and emerging issues in the transportation industry nationally and internationally, as well as in the policy environment; and
- client expectations to improve the timeliness of our processes and services.

Plans for meeting the priority

The Agency has adopted an ambitious three-year plan to:

- improve its case management practices and procedures;
- introduce new and expanded client-oriented resources to promote access and better understanding of Agency dispute resolution services;
- expand and actively promote the use of alternative dispute resolution mechanisms; and
- proactively engage clients to better understand their needs and identify opportunities for improvement.

Priority	Type	Link to Strategic Outcome
Regulatory regime renewal	Previously committed to	Transparent, fair and timely dispute resolution and economic regulation of the national transportation system
	Supporting Program Activity	
	Economic Regulation	

Status

This priority will result in the Agency's regulatory and non-regulatory approaches and their administration being up-to-date, well understood and delivered effectively.

Why is this a priority?

The modernization of the regulatory regime and its administration will respond to:

- the demands from stakeholders that the Agency be more focused, transparent and timely; and
- the Government of Canada's objective for a streamlined regulatory regime and reduction of red tape.

Plans for meeting the priority

The Agency has adopted an ambitious three-year plan to:

- review and update its regulations;
- develop and update non-regulatory approaches to increase transparency and provide stakeholders with a better understanding of the Agency's procedures and approaches for dealing with specific issues (interpretation notes, guidelines, codes of practice, application forms, etc.);
- take specific measures to streamline its business processes and improve the day-to-day

administration of its regulatory responsibilities; and • engage stakeholders to identify opportunities for continuous improvements.

Priority	Type	Link to Strategic Outcome
People	Ongoing	Transparent, fair and timely dispute resolution and economic regulation of the national transportation system
	Supporting Program Activities	
	Economic Regulation Adjudication and Alternative Dispute Resolution Internal Services	

Status

This priority will result in Agency employees who are more engaged, innovative, knowledgeable and client-oriented. They will have the necessary tools and technology to enable them to conscientiously and competently fulfil the Agency's mandate.

Why is this a priority?

- The Agency's credibility and reputation rely on experienced, professional and talented employees; and
- Competent, knowledgeable staff members are able to adapt and respond to client needs.

Plans for meeting the priority

The Agency has adopted an ambitious three-year plan to:

- foster engagement, values, ethics, responsiveness, change and innovation in the workplace;
- support and create opportunities for employee growth; and
- ensure staff recruitment, development, retention, expertise and capacity to meet changing service requirements.

Risk Analysis

The Agency's corporate risk profile is a critical step in implementing an integrated approach to risk management. The Agency has developed a three-year corporate risk profile, which describes the three key risk areas that impact its service delivery. These risks are directly related to the Agency's program activities and strategic priorities.

Risk	Link to Strategic Priorities		
	Client service	Regulatory regime renewal	People
Loss of reputation as a respected and trusted tribunal and economic regulator	X	X	
Resource reductions and constraints	X	X	X
Loss of business critical knowledge, information and expertise	X	X	X

Loss of reputation as a respected and trusted tribunal and economic regulator
The Agency is committed to maintaining its reputation as a respected and trusted tribunal and economic regulator that contributes to a competitive and accessible national transportation system. This reputation is based on the Agency's independence from outside influence, its impartiality, the integrity and timeliness of its procedures, its expertise in transportation and human rights matters, and the deference that the Federal Court of Appeal and the Supreme Court of Canada have given to its past decisions. In order to maintain its reputation, the Agency must continue to be attentive to these aspects in its role as a quasi-judicial administrative tribunal.

Providing timely and high quality service is a core value of the Agency and it demonstrates this commitment through the expertise and professionalism of its staff and by being responsive to its clients and stakeholders. To ensure this is continuously achieved, the Agency must measure client satisfaction to improve service delivery; promote ongoing dialogue with employees, clients and stakeholders to address their concerns; uphold high standards for client service; ensure decisions are justified, intelligible and transparent; and ensure that regulations, guidelines and codes of practice remain current and responsive to changing needs.

Resource reductions and constraints
As a demand-driven organization with a mandate dependent upon supporting and advancing an economically efficient and accessible national transportation system, the Agency must also ensure it is able to respond in a timely manner to changes in government policy, the external environment, and the Agency's legislative mandate. The Agency must be alert to significant changes in these areas so that it can quickly respond to and meet client and stakeholder expectations while respecting the Agency's available resources and capacity.

The Agency continues to adjust to the full implications of additional responsibilities related to legislative amendments, which include the ongoing development of an approach to rail noise and vibration complaints, increased focus on alternative dispute

resolution, and the development of new regulations regarding air services price advertising. The Agency closely monitors shifting workload demands and re-allocates its staff and budget resources where needed. It will also continue to ensure that it uses its resources effectively and efficiently by seizing opportunities to enhance online service provision, re-engineering business processes, and modernizing its regulatory framework.

Loss of business critical knowledge, information and expertise
The retention of knowledge and expertise is critical to maintain and enhance the level of service already provided, and to adapt to additional responsibilities. The changing demographics of the Agency's workforce present a significant challenge in human resource management. Over the next few years, the Agency risks losing significant corporate knowledge and specialized expertise as many long-term and key employees retire. In order to continue supporting its mandate, the Agency will focus its efforts on recruiting, developing, and retaining highly competent staff and to ensure that knowledge and expertise are retained and transferred.

The competitiveness of today's labour market requires employees to acquire and update skill sets that allow them to reach their full employment potential. This may create a movement of human resources away from the Agency, and can result in the loss of invaluable and sometimes irreplaceable corporate knowledge and expertise. The Agency continues to emphasize the development of a wide range of skills, abilities and knowledge among its employees to minimize the loss when employees leave the organization. It has identified the areas most vulnerable to the loss of critical business knowledge and expertise, and works to ensure knowledge transfer and succession planning, and to develop and maintain comprehensive procedures/manuals for retention of corporate knowledge.

Planning Summary

Financial Resources ($ thousands)

2012–2013	2013–2014	2014–2015
29,419	27,977	27,622

Human Resources (full-time equivalents or FTEs)

2012–2013	2013–2014	2014–2015
257	256	256

Strategic Outcome and Performance Indicators

Strategic Outcome: Transparent, fair and timely dispute resolution and economic regulation of the national transportation system	
Performance Indicators	**Targets**
Percentage of overall satisfaction with the quality of Agency service delivery	70%
Percentage of discretionary rulings overturned by the Federal Court of Appeal or the Supreme Court of Canada on the basis of procedural fairness	0%
Percentage of formal decisions published on the Agency's Web site within one business day	95%

Planning Summary Table ($ thousands)

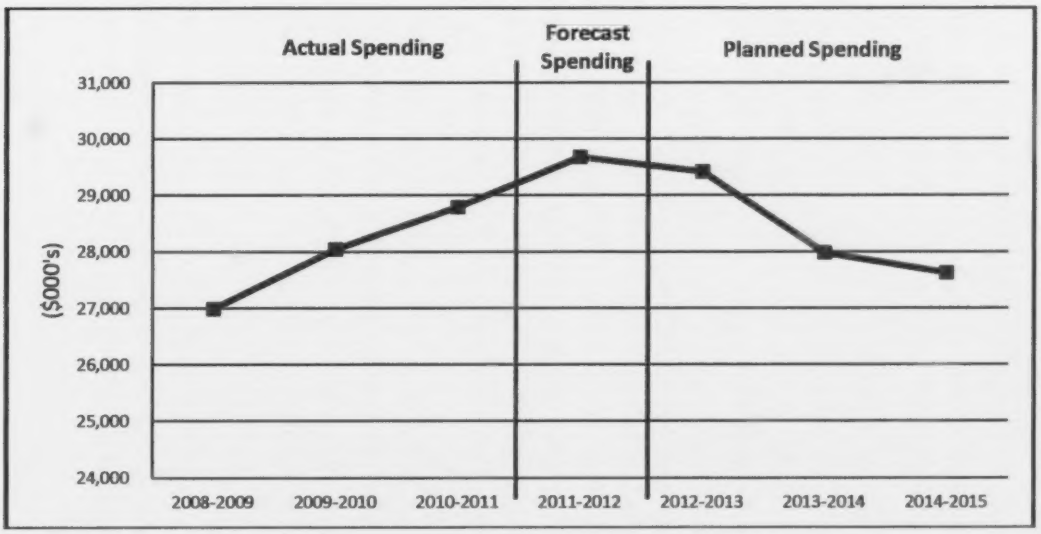
Program Activity	Forecast Spending 2011–2012	Planned Spending			Alignment to Government of Canada Outcomes
		2012–2013	2013–2014	2014–2015	
Economic Regulation	13,095	12,684	12,198	12,133	A fair and secure marketplace
Adjudication and Alternative Dispute Resolution	8,611	8,626	8,124	7,974	
Total Planned Spending	**21,706**	**21,310**	**20,322**	**20,107**	

Planning Summary Table ($ thousands)

Program Activity	Forecast Spending 2011–2012	Planned Spending		
		2012–2013	2013–2014	2014–2015
Internal Services	**7,969**	**8,109**	**7,655**	**7,515**

Expenditure Profile

Departmental Spending Trend

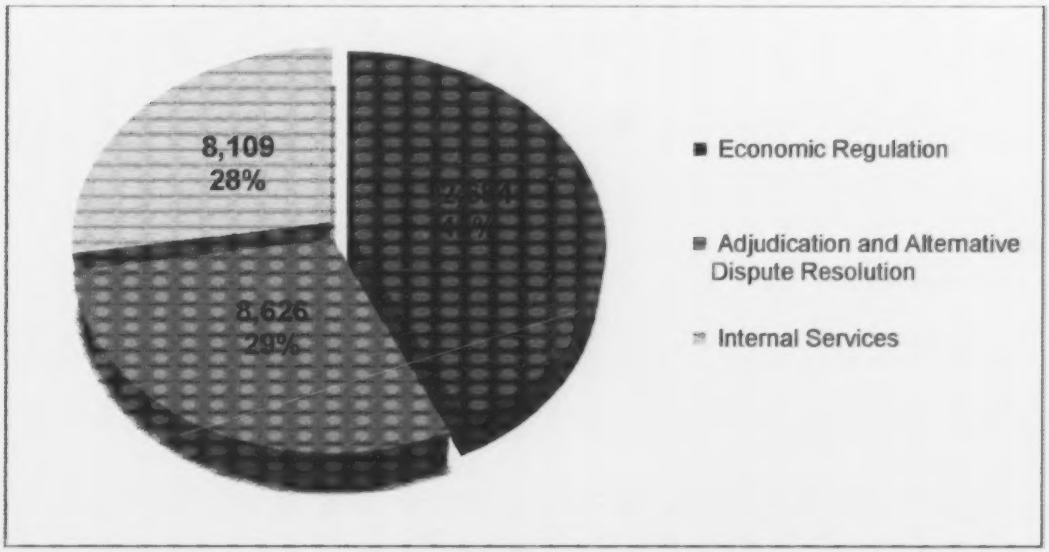


The overall increase in spending of $1.8 million from 2008–2009 to 2010–2011 is mainly attributable to the cost of collective bargaining for various employee groups and other salary-related items.

Forecast spending for 2011–2012 and 2012–2013 are also higher than previous years but the increase is mainly attributable to the reimbursement by Treasury Board Secretariat for the payout of severance pay and termination benefits related to the latest collective agreements.

For the 2013–2014 to 2014–2015 periods, the total planned spending is lower than previous years as we consider that the majority of the payouts for severance pay and termination benefits related to the latest collective agreements will have been made. In real terms, the Agency's reference levels have remained virtually the same since 2008–2009.

2012–2013 Allocation of Financial Resources by Program Activity[3] ($ thousands)



The Agency's total planned spending for 2012–13 is $29.4 million. Seventy-two percent of planned spending is directed at the Agency's two program activities that directly support the strategic outcome. The balance of 28 % is allocated to internal services.

Estimates by Vote

For information on our organizational appropriations, please see the 2012–2013 Main Estimates Publication[4].

[3] In addition to corporate functions, Internal Services includes a portion of financial resources for common services, Communications, Secretariat and Legal Services.
[4] http://www.tbs-sct.gc.ca/est-pre/20122013/p2-eng.asp

Section II: Analysis of Program Activities by Strategic Outcome

Strategic Outcome

Transparent, fair and timely dispute resolution and economic regulation of the national transportation system

Economic Regulation

This program activity is responsible for the economic regulation of the national transportation system. It is responsible for a wide range of matters involving air, rail and marine modes of transportation under the legislative authority of Parliament and, for certain accessibility matters, extra-provincial bus transportation. The program derives its authority from the *Canada Transportation Act*, as well as other laws and regulations that it is mandated to administer.

The scope of responsibilities of the Economic Regulation program is broad and varied. Within the context of a pro-competitive transportation policy framework, responsibilities extend to targeted aspects of the national transportation system:

- **market entry:** ensures that entrants into the Canadian transportation marketplace meet basic legislative and regulatory requirements (insurance, safety, Canadian ownership, etc.);
- **market behaviour:** protects the interests of transportation users, service providers and other affected parties; and
- **market exit:** determines conditions under which carriers can or must exit certain markets.

Applications handled by the program vary greatly in complexity and volume. However, the vast majority of applications involve only one party seeking an authorization or determination from the Agency. Further information regarding this program can be found on the Agency's Web site.[5]

Financial Resources ($ thousands)

2012–2013	2013–2014	2014–2015
12,684	12,198	12,133

[5] http://www.otc-cta.gc.ca/eng/home

Human Resources (Full-Time Equivalents—FTEs)

2012–2013	2013–2014	2014–2015
113	113	113

Program Activity Expected Results	Performance Indicators	Targets
Economic and other interests of transportation users, service providers and other affected parties are protected through timely and effective intervention	Percentage of satisfaction with economic regulation services	70%
Service providers (air, rail and marine) comply with regulatory requirements	Percentage of air carriers found to be non-compliant with essential market-entry requirements	Less than 1%
	Level of compliance with targeted regulatory and voluntary accessibility requirements	100%
CN and CP are provided with the information required to ensure they do not exceed the maximum grain revenue entitlements for the shipment of Western grain	Number of times that either CN or CP have not exceeded their Western grain revenue cap entitlement by more than 1% over the last three years	5 out of 6

Planning Highlights

The Agency will focus on achieving results in two critical areas, which are the modernization of the Agency's regulatory regime and the streamlining of the administration of its regulatory responsibilities.

To modernize its regulatory regime, the Agency plans to:

Air

- develop air price advertising regulations to improve air price transparency for Canadian air travellers and promote fair competition in the air industry;
- develop a monitoring regime for air services price advertising regulations;
- conduct consultations on sections of the *Air Transportation Regulations* dealing with air charters in order to better align the regulations with the current policy framework and the evolution of the air industry;
- develop and issue an interpretation note on how the Agency makes determinations on what is a publicly available air service;
- develop and issue an interpretation note on airport signage for the public inspection of tariffs;
- develop and issue an interpretation note on who is the operator of an air service;

- develop and issue an interpretation note on the granting of an exemption to the prohibition to sell an air service prior to having received a licence;

Rail

- issue guidelines respecting net salvage value determination applications;
- work towards expanding designated provisions for which administrative monetary penalties can be applied to address certain railway matters;
- review the Guide for Railway Charges for Crossing Maintenance and Construction;
- review the Uniform Classification of Accounts (UCA) for federal railway companies.

Accessible Transportation

- update the *Personnel Training for the Assistance of Persons with Disabilities Regulations* and Part VII of the *Air Transportation Regulations* regarding the conditions of carriage of persons with disabilities. This will be done to address emerging issues in accessible transportation in a way that balances the rights and responsibilities of persons with disabilities and those of the transportation industry, and to give proper consideration to the operational and economic realities of the industry;
- create a code of practice that sets out minimum expected standards regarding the accessibility of non-National Airport System air terminals;
- create a resource tool to facilitate compliance by air carriers, passenger rail operators and ferries with standards regarding the carriage of mobility aids.

To streamline the administration of the regulatory regime, the Agency plans to:

- work towards the development of a new online delivery channel (client portal), which will provide enhanced services to stakeholders and act as a catalyst for re-examining its business processes;
- streamline internal regulatory administrative processes by developing internal policies for the processing of cases and the removal of unnecessary approvals;
- review and update its application forms to ensure Agency stakeholders have current and easily understandable information, including the air services financial requirement application forms and an application form on how to file a tariff;
- maintain continuous two-way communication with stakeholders through consultations, outreach and engagement; and
- integrate stakeholder feedback on Agency services, products and responsiveness into performance assessment for continuous improvement.

Adjudication and Alternative Dispute Resolution

The Agency resolves transportation disputes affecting air, rail and marine modes under the legislative authority of Parliament, as well as matters relating to accessibility of the federal transportation system for persons with disabilities.

Applicants presenting their issues to the Agency include passengers, shippers, transportation service providers, municipalities, road authorities, landowners and other affected parties. Applications cover a wide variety of matters. Some matters are relatively moderate and can be dealt with quickly while others are more complex and may take a long time to resolve. The Agency's authorities are defined by various Acts and regulations. In all cases, the Agency rigorously applies rules of natural justice and ensures that it issues balanced, fair and clear decisions that take into consideration previously decided cases, and that respect the decisions of the Federal Court of Appeal and the Supreme Court of Canada.

Disputes are resolved by a variety of methods that include informal facilitation, mediation, an arbitration process administered by the Agency and a formal adjudicative process.

Resolving disputes in a fair, transparent and timely manner helps achieve a competitive, efficient and accessible transportation system, and helps to meet the needs of users, service providers and other affected parties. Further information regarding this program can be found on the Agency's Web site[6].

Financial Resources ($ thousands)

2012–2013	2013–2014	2014–2015
8,626	8,124	7,974

Human Resources (Full-Time Equivalents—FTEs)

2012–2013	2013–2014	2014–2015
71	71	71

Program Activity Expected Results	Performance Indicators	Targets
Access to specialized transportation dispute resolution that is transparent, fair and timely	Percentage of satisfaction with Agency dispute resolution services	70%

Planning Highlights

For the Client Services strategic priority, the Agency will focus on achieving results in two critical areas: improving and modernizing dispute resolution services; and building constructive and positive relations with our clients in order to proactively respond to their evolving needs.

[6] http://www.otc-cta.gc.ca/eng/home

To ensure that dispute resolution services are of high quality, the Agency plans to:

- streamline the processing of adjudicated disputes through triaging and delegation of administrative issues to staff;
- develop client-oriented resources to help potential applicants;
- conduct post-mortems on significant, complex, adjudicated cases to identify areas for efficiency gains in the future;
- establish and document procedures for arbitrating rail disputes;
- develop and document a streamlined process for mediating complaints;
- ensure that alternative dispute resolution services are inclusive for persons with disabilities;
- expand the use of teleconferencing and explore the use of video-conferencing with clients and stakeholders to resolve their complaints;
- develop resource tools for facilitating dispute resolution and for resolving accessibility complaints; and,
- develop a guide for non-represented parties.

To build constructive and positive relations with our clients and proactively respond to their evolving needs, the Agency plans to:

- meet regularly with various carriers, shippers and industry associations on air travel, rail and marine issues to promote a better understanding of the *Canada Transportation Act* and Agency dispute resolution processes;
- continue to participate in the Intergovernmental Working Group on the Status of Persons with Disabilities and the Transportation Research Board;
- develop an online communication forum to enhance communications with the Accessibility Advisory Committee;
- develop and implement an action plan in response to the client satisfaction survey; and
- develop and implement an action plan to address feedback from the multi-modal consultative process on the accessibility of the federal transportation network.

Internal Services

Internal Services support the Agency's corporate programs and obligations. Internal services include: management and oversight services; communications services; corporate legal services; human resources management services; financial management services; information management services; information technology services; material services; acquisition services; and other administrative services. Internal Services are responsible for those activities and resources that apply across the organization only, and not for those provided specifically to a program.

Financial Resources ($ thousands)

2012–2013	2013–2014	2014–2015
8,109	7,655	7,515

Human Resources (Full-Time Equivalents—FTEs)

2012–2013	2013–2014	2014–2015
73	72	72

Planning Highlights

Key Initiatives:

- Continue to enhance communications tools to support the Agency's people-related Strategic Objectives, including providing employees with clear and timely information to support them in doing their work;
- Implement action plans to respond to the Public Service Employee Survey and monitor progress;
- Continue to refine corporate management and oversight activities in response to government priorities such as Public Service Renewal and the Management Accountability Framework;
- Continue to review and improve financial management, information management, information technology, and procurement practices to ensure the security and integrity of the Agency's information, assets and systems, in accordance with central agency direction and policies;
- Continue to monitor and update the Corporate Risk Profile and Business Continuity Plan, and to integrate them into business planning practices; and
- Continue to assess opportunities for use of shared corporate services and systems.

Section III: Supplementary Information

Financial Highlights

The future-oriented financial highlights presented in this report are intended to serve as a general overview of the Agency's operations. They have been prepared on an accrual basis to strengthen accountability as well as to improve transparency and financial management. The future-oriented statement of operations and its notes can be found on the Agency's Web site under Financial Statements.[7]

Future-Oriented
Condensed Statement of Operations
For the Year (Ended March 31)
($ thousands)

	$ Change	Future-oriented 2012–2013	Future-oriented 2011–2012
Total Expenses	722	32,561	31,839
Total Revenues	(30)	(60)	(30)
Net Cost of Operations	692	32,501	31,809

Condensed Statement of Financial Position
For the Year (Ended March 31)
($ thousands)

	$ Change	Future-oriented 2012–2013	Future-oriented 2011–2012
Total Assets	(236)	3,652	3,888
Total Liabilities	(1,363)	3,685	5,048
Equity	1,127	(33)	(1,160)
Total	(236)	3,652	3,888

[7] http://www.otc-cta.gc.ca/eng/publications-l?type=117

Supplementary Information Tables

All electronic supplementary information tables in the 2012–2013 Report on Plans and Priorities can be found on the Treasury Board of Canada's Secretariat Web site[8]:

- Greening Government Operations
- Upcoming Internal Audits and Evaluations over the next three fiscal years
- Sources of Respendable and Non-respendable Revenue

[8] http://www.tbs-sct.gc.ca/rpp/2012-2013/index-eng.asp

Section IV: Other Items of Interest

Annual Reports

The Agency's annual reports[9] from 2008 to 2011 are available on its Web site.

Contacts for Further Information

Area of Responsibility	Contact Name	Title	Telephone Number and E-mail Address
Legal Services	Liz Barker	General Counsel	819-997-9325 liz.barker@otc-cta.gc.ca
Dispute Resolution	Nina Frid	Director General	819-953-5074 nina.frid@otc-cta.gc.ca
Industry Regulation and Determinations	Ghislain Blanchard	Director General	819-953-4657 ghislain.blanchard@otc-cta.gc.ca
Corporate Management	Linda Harrison	Director General	819-997-6764 linda.harrison@otc-cta.gc.ca
Finance, Administration and Planning	Daniel Perron	Acting Director	819-953-2829 daniel.perron@otc-cta.gc.ca
Communications	Jacqueline Bannister	Director	819-953-7666 jacqueline.bannister@otc-cta.gc.ca
Secretariat	Cathy Murphy	Secretary	819-997-0099 cathy.murphy@otc-cta.gc.ca

Postal address: Canadian Transportation Agency
Ottawa, Ontario, Canada K1A 0N9

Web site: http://www.otc-cta.gc.ca/

Legislation and Regulations

The Agency is responsible for the following Act:

Canada Transportation Act.....	*S.C., 1996, c. 10, as amended*

[9] http://www.otc-cta.gc.ca/eng/publications-l?type=107

The Agency shares responsibility for the following Acts:

Canada Marine Act	*S.C., 1998, c. 10*
Canadian Environmental Assessment Act	*S.C., 1992, c. 37*
Civil Air Navigation Services Commercialization Act	*S.C., 1996, c. 20*
Coasting Trade Act	*S.C., 1992, c. 31*
Energy Supplies Emergency Act	*R.S.C., 1985, c. E-9*
Pilotage Act	*R.S.C., 1985, c. P-14*
Railway Relocation and Crossing Act	*R.S.C., 1985, c. R-4*
Railway Safety Act	*R.S.C., 1985, c. 32 (4th Supp.)*
Shipping Conferences Exemption Act, 1987	*R.S.C., 1985, c. 17 (3rd Supp.)*

A list of acts and regulations for which the Agency has sole or shares responsibility is accessible through the Legislation and Regulations[10] section of the Agency's Web site.

[10] http://www.otc-cta.gc.ca/eng/legislation-and-regulations